

# **City of Taylorsville Law Enforcement Services**



## **Strategic Plan for the Taylorsville Police Department**

**March 2021**



## Acknowledgements

Many thanks to the participants of our community outreach workgroup – comprised of residents and business owners of various backgrounds. Their insights as to the potential strengths, weakness, opportunities and challenges facing the new police department proved helpful in the formation of this document and the desired outcomes for the next three years.

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## Acronyms & Definitions

SWOC – Strengths, Weakness, Opportunities, Challenges

SMART Goals – Specific, Measurable, Achievable, Relevant, Time-Oriented



## 1 INTRODUCTION

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### 1.1 Objectives of the Strategic Planning Process

The primary objective of the strategic planning process is to create a foundational document to be utilized as a guide for the new police department over the course of the next three years. The plan unto itself serves as a type of 'roadmap' – offering guidance for elected officials, administration, command staff, and other stakeholders in decision making with respect to the following:

- Budgets
- Action-Items (SMART Objectives/Goals)
- Outputs (Data Points)
- Outcomes

### 1.2 Methodology

Soon after the Council decision to form a municipal police department (see History below), City administration formed a transition team comprised of several leaders and other personnel to identify and work through the various requirements and components necessary for a successful launch of the new department.

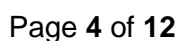
A project management charter with requisite timelines were established by the team, with recognition that a formal strategic plan would be appropriate. In order to gather needed information, 24 individuals from various backgrounds were gathered to conduct a SWOC analysis. Over 60 data points were collected via the combined interests and experience of those in attendance. From the information obtained, five categories were created, along with corresponding goals and anticipated outcomes – with an intended completion date of three years from the time of full adoption.

## 2.1 History

In June 2020, the City of Taylorsville notified the Unified Police Department of its intent to leave UPD and create its own police department. On July 1, 2020, the Council ratified the intent via Resolution No. 20-30, in order to have more influence and direct control over police services, policy, and budgeting.

In addition to more local influence, the City desired to create its own police department in an effort to more efficiently use taxpayer funds – concluding it was in the best interest of the health, safety and welfare of the citizens. The Council then authorized the Mayor and City Administration to take the necessary steps to ensure the creation of the new department, effective July 1, 2021.

## 2.2 Organizational Chart





## 2.3 Vision

Preserving Community Rights and Responsibilities

## 2.4 Mission

In partnership with our community leaders and citizens, it is the mission of the Taylorsville Police Department to provide high quality law enforcement services – thus preserving and protecting the people as well as the diverse and unique culture that comes from living in Taylorsville City. This is accomplished through adherence to best practices and department values.

## 2.5 Values – Culture Defined

- Transparency – policy and practices which are perpetually open to public review and refinement
- Respect – admiration and regard for the feelings and traditions of others
- Innovation – open to new ideas, methods, or products which allow for adaptation and growth
- Connection – linked both personally and professionally to foundational principles which bind the community and provide for a sense of belonging
- Collaboration – to assure the inclusion and cooperation of all internal and external stakeholders





### 3 STRATEGIC PLAN

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#### 3.1 Plan Approach

With a member of Command Staff as lead, the outcomes outlined below will be reviewed annually as part of the budgetary process for the City. Outcomes determined to be completed (if not already incorporated into the normal practices of the department) for the given year will be assigned to the appropriate division or person.

Action-items will then be created using “SMART” goals to ensure the achievement of each specified outcome. It is recognized that some are perpetual in nature and will need on-going integration, incorporation, and evaluation in order to sustain the department, as well as the safety and health of the community and personnel.

#### 3.2 Goals and Stated Outcomes

From the data collected, five general categories were identified. Goal statements are defined in connection to each category – with the intended outcomes listed thereafter, as follows:

##### **Best Practices**

*Goal: To ensure TVPD is operating effectively and efficiently in operational pursuits and exceeding community expectations.*

- The culture of the department is embraced, identifiable and distinct
- Diversity and inclusion are recognized in the actions of administrators and personnel
- Respectful partnerships are perpetually fostered with other agencies and scholastic organizations
- Implemented policies are regularly reviewed and updated to current standards
- Preassessment as to high-risk/acuity response is reviewed annually
- Post-incident investigations are transparent and inclusive of all facts



- Innovation and adaptation are incorporated into planning and operational processes
- Readiness assessments and response data is regularly reviewed as part of the decision-making process
- Contingency plans for natural or manmade disasters and pandemics are in place

### **Administrative Support & Collaboration**

*Goal: TVPD will perpetually communicate and interact with various stakeholders and elected officials in order to ensure a sustainable model of policing within the community.*

- Budgetary processes are reviewed and formalized annually – with a recognition for sustainability despite competing priorities and economic declines
- Personal accountability to the internal and external customer is embraced by all personnel
- Local and federal grants are routinely sought after, applied for, and accepted as awarded
- Initial onboarding and perpetual educational opportunities are provided to elected officials and department heads
- The department administration appropriately and actively participates in local and state legislative processes

### **Personnel Investment**

*Goal: To ensure salary, benefits, and retirement options are in accordance to like-agencies and provide reasonable physical and mental health options for personnel while in the service to the community.*

- Motivating factors are identified and incorporated into the hiring and retention practices
- Salary and benefits packages are reviewed annually to ensure competitive within the marketplace



- Administration fosters a focus on the importance of long-term relationship and familiarity
- Perpetual education/training programs are funded, and participation encouraged
- Opportunities for specialization and advancement is provided to personnel as identified, allocated, and funded by the administration
- Personnel are fully equipped with new or well-maintained uniforms, gear, and other requisite materials
- Employee recognition and awards are presented on an annual basis and as deemed appropriate throughout a given year
- Behavioral health and wellness programs are in place and utilized by personnel

### **Capital Planning**

*Goal: To identify and outline a sustainable and perpetual plan for the maintenance and replacement of the TVPD fleet and ensure an effective working environment for personnel.*

- Office and storage facilities are maintained or updated to ensure functionality and efficiency
- A robust fleet program ensures effective maintenance and a regular rotation of vehicles

### **Community Outreach & Engagement**

*Goal: TVPD will strive to provide an outward, value-added mindset between personnel and the community at-large through various means of engagement.*

- Enhanced connections between the residents and police officers are established in association with community policing and the neighborhood watch program
- Officers participate in community events and activities beyond preparation or response
- A “Citizen Academy” is established with annual participation offerings provided to the public





- Service opportunities for volunteers and retirees are identified and provided
- The “Citizen Advisory/Review Board” is formalized with specified roles and responsibilities
- The department provides enhanced education and proper engagement opportunities related to the awareness and care of the homeless population
- Regular communications and public service announcements are delivered through a wide range of mediums and various platforms
- Youth Programs are adopted and implemented with specific measurements for success identified
- Town-hall meetings are held on an annual basis
- The department brand is easily and readily identifiable
- Contingency plans are in place to provide a transparent review and forthwith communication to stakeholders and the community as to potential mismanagement of any high-acuity response



## 4 APPENDICES

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September 25, 2020

**Community Member Attendees:** Art Ledesma, Larry Littleford, Hassan Mardanlou, Ernie Florez, Skyler Martinez, Derek Hansen, Courtney Woffinden, Senituli Allstar Loamanu, Linda Hardman, Russ Wall, Dan Armstrong, Ken Garcia, Brad Manuel, David Watkins, Jennifer Hamilton, Cheryl Cottle, Dama Barbour, Keith Sorensen, Donna Sorensen Jackson, Kris Heineman, Donny Gasu, Tony Henderson, Lynn Handy, Marc McElreath

### Summary of Findings:

#### Strengths

- Local officers. Tie to area. Long-term officers who are familiar with the area and community.
- Engagement in community events, equates to a stronger the police force.
- Administration, chief and council on the same page.
- Mutual aid agreements (with other departments) to enhance services.
- Our city will have just as much to contribute by way of resource and staffing – as no one city can afford to do everything.
- Direct connections on the hiring processes.
- Involvement with training which is specific to the needs within the city – essential (continuing education and certifications) with point person for advocacy on training needs.
- Create a distinct culture of officers that included diversity.
- Budgeting stays within community.
- Officers know the city and vested in city. No transfers.
- More direct accountability to city.
- City can access federal grants directly.
- More community support, rather than shared within multiple municipalities.
- Control of policy and risk levels.
- Ownership in the community, feeling of “our police department.”

#### Weaknesses

- Loss of a Citizens Academy?
- Additional needs related to bringing human resources in-house.
- Maintaining records in-house.
- Potential lack of support from local officials – continuity of support as elected officials change.
- Loss of tip-line
- Storage of equipment
- Officer attrition - must continually attract officers to fill ranks
- Budget concerns (competing priorities among all city departments and economic downturns).
- Court battles – actions or inaction of officers.
- Current image that officers (at-large nationally) are up against.
- Perpetual public/community buy-in (responsibility of city to let public know of benefits)
- Potential need to raise taxes?



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- Ongoing training needs for public officials – understanding the specific needs of a police department.
- How to care and handle the homeless population (additional pressure on police)
- Identifying and obtaining contracts for special services – K-9, SWAT, etc. (how to replace).
- Timeline for training new officers in only a span of two months is concerning.
- Federal grants are due before July – who will write and pursue?
- There is a need to think “outside the box” and identify other potential ways to do things.
- Ensure a realistic timeline in order to have everything in place by July 1, 2021.
- Providing multiple ways of sharing our messages so the public knows what is happening (transparency).
- Obtain Memorandums of Understanding (MOU’s) ahead of time between partnering agencies.
- Finalizing the city budget well in advance, timing?
- Advancement opportunities among officers is more limited.
- Office space limited – and the need to identify additional space.
- Purchasing of equipment and supplies is a high-demand market (e.g. ammunition).

### Opportunities

- To figure out what our community needs and the way our police department can work within the community.
- Flexibility to serve community as needed.
- Identify what Taylorsville wants in relationship to current climate, including race relations and use of force – hot button issues in the news.
- Identify culture issues and training (e.g. de-escalation).
- Rethink the way business is conducted.
- Opportunity to establish new communication vehicles – a place where citizens can be heard and better understand the officers’ point of view. A new tradition for two-way communication and education.
- Apply for federal funds to implement these ideas.
- Police involvement with youth programs at a community level. Police Athletic League similar to South Salt Lake City Police.
- Form relationship with other police departments.
- Identify and embrace a new internal culture.
- Research virtual reality training – recurrent training and assessment. Are we better prepared, and can we reduce liability and accidents?
- Community Service Officers (e.g. West Jordan model as a resource). Available to do fingerprinting, traffic and less intense things that an officer would not have to be there to do.
- Be in the spotlight for the good work that is accomplished.
- Provide for regular town-hall meetings to engage the general public.
- Engage retired citizens who are licensed and could volunteer with training needs (e.g. mental health areas (in-turn, they too could feel valued).
- Identify and embrace latest technology.
- Partnerships with U of U Health, etc. (graduate students and programs with experience in public policy).
- Utilize the Public Safety Committee more frequently.
- Provide for community policing and image enhancement.



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- Enhance services which may currently be lacking (e.g. part-time therapist for victims & advocacy, contracted through VOCA grant).
- New Citizens Academy program.
- New Neighborhood Watch program (Enhanced Neighborhood Watch Program).
- Create volunteer programs within the police department – to assist with courts, crisis line (e.g. students going through social services program).
- Set high standards for the police department.
- Competitive salaries in order to attract more experienced and diverse officers throughout the state.
- Potential lower insurance costs and lower risk for city.

### Challenges

- Response capabilities to the community with a smaller force.
- Ensure all has been identified respective to community expectations.
- Attracting personnel.
- Police Department headquarters – cramped currently.
- Criminal element – keeping up with technology and training.
- Rules of engagement is a perpetual “moving target” with judgments made after the fact.
- Hiring restrictions.
- Budget and support to cover all necessary equipment, etc. (long-term view)
- Communication – directing community to city’s website and social media platforms (e.g. search engines).
- Care and interactions with the media (e.g. sensationalized news).
- Adequate personnel and salaries to recruit qualified officers.
- Perpetual transparency.
- The city once had a municipal police department – a need to learn from past mistakes.
- Public buy-in and public perception, especially if mistakes are made.
- Unexpected costs (e.g. pandemic, earthquake, windstorms, riots, etc.).
- Legislative support – and changes within state (e.g. rules, code).
- Retention of qualified staff.
- Maintaining specialty assignments and services (e.g. SWAT, K-9).
- Interaction with Diversity Committee (identified as both an opportunity and challenge).
- Ensure realistic expectations – matching needs vs. wants within the department.

### Around the Room: Final Thoughts

- Citizen Review Boards? What is their role?
- Ensure the city welcomes and embraces new officers.
- Officer Review Board. There are many questions and potential problems.
- Grant writer. Part of a city employee’s job?
- Provide for a chaplain – someone who is responsive to the department, the officers and citizens.
- The public is feeling left out – provide continued information outreach.
- Ensure coverage for large events like Taylorsville Dayzz.
- Logo on police cars that reflects law enforcement